



A THEORY OF COMMUNICATION – THE TPICC MODEL

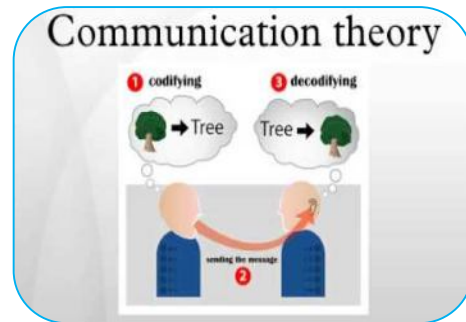
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ABSTRACT:

Being a Transactional Analyst and a Corporate Communication Trainer I'm sure about one thing. Tomorrow's professional , in any field , needs to get to grips with two attributes, Information and Communication. Be it a Lawyer, a Computer Engineer, a Manager, a Teacher, a Trainer or for that matter any professional who wants to climb the rungs of his career , these two attributes are inevitable. Of what use would it be if a certain professional was inundated with know-how but is found wanting in communication. It's as good as not knowing anything at all. And vice versa. So I propounded a general theory of communication called the TPICC model to help professionals who are found wanting in communication. Communication has many dimensions to it. Psychological , sociological , emotional to name a few. It is a non-linear process that could take bizarre turns if not executed correctly.



I was thoroughly convinced that one needs to propound a theory of communication that takes into account all relevant parameters. I've long since pondered to promote such a theory. Though I've used techniques such as Multilevel conversation , Extempore, Gestures , persuasion and the like and still felt there was something missing in my discourses. There were attributes of communication that we don't seem to be addressing. I seemed to address Grammar , Intonation , Pronunciation and so on. Yes, these techniques did work but to the extent I thought they would. There surely was a missing piece. I realized that while communication came so easily to many few seemed to struggle to get to grips with it. Those who enjoyed the opportunity of either being raised up in sophisticated familial circumstances or having had the chance to study in a school where the medium of instruction was English , had the Language going easily for them. While the others struggled. There was something at play here. There is no doubting that if you were brought up in such circumstances , the Language is bound to come easily. However , the fortunate ones enjoyed a psychological edge over the not so fortunate ones.

Let me illustrate. The other day I was in the midst of conducting mock interview sessions for prospective B-school candidates. While I posed a simple question to a candidate : Tell me about yourself , he excused himself if he could answer in his native tongue as his English is bad. I began to analyse. Yes, he is found wanting in the Language , however, what's more dangerous is that he has built in himself a life script. The script goes something like this : I will never ever be able to speak like my peers. This is called a life script. He has made a negative injunction into his psyche that he will never be able to speak like his peers and he is living that script. Before even infusing grammatical concepts into his mind , one needs to relieve him of his script that he is chained to.

That kind of training is in the psychological realm. Grammar comes through persuasion. Confidence comes through Script analysis. Written format , though , nonlinear is in a sense formula driven . This is not to say that I'm diminishing attributes like intuition and creativity. Not really. So much of documentation can be learned as a script and then the creative attributes can be picked up.

That was enough to convince me that I needed to formulate a theory that addressed many concerns. Social, Psychological, Educational , Emotional and so on.

Human Communication is essentially psychological. On the face of it the process of communication may seem to be spontaneous and subtle, however, it is far more complex than what it may seem to be. Having being trained in Mathematics and Physics at University and being passionate about Psychology and Sociology I felt I was uniquely placed to see Communication from different perspectives.

I could also see that the process of communication is also mathematical endowed with social and emotional attributes. I wanted to propound a theory that takes care of all these features . As I researched into different theories that explained the Human mind I stumbled upon certain theories that I fused to form ' The Transactional Persuasiveness Integrated Theory of Corporate Communication ' , in short the TPICC model of communication.

Having been a communication trainer for close to two decades,I felt it imperative to propound a theory that contains ingredients necessary to excel in the art of communication. In the process I fused couple of theories to arrive at the TPICC model of communication.

KEYWORDS: Transactional Analysis , Ego states, SMCR,Life script , Injunctions , Redecisions , Sender , Message, Channel , Receiver and so on.....

IMPORTANCE OF A GENERAL THEORY OF COMMUNICATION AND AN INTRODUCTION TO THE TPICC MODEL.

Time has never been more appropriate for propounding a theory of Communication. Ever since India liberalized its Economic Policies , the market has been flooded with corporates from around the world.The question that we need to ask is : Why was/is India a destination for these foreign companies . Huge multinational banks, Super Markets, Coffee Houses and so on. We are a young country. Our youth is Educated ,Hard working, Intelligent, Versatile, Friendly and English speaking. I put the attribute English speaking because there seems to be a considerable percentage of the populace who don't seem to enjoy this attribute. Just because of this frailty, they could lose out on a huge job opportunity.A prospective bread winner may well be left in the lurch.

In pre-process training in corporate , trainees are taken through the rigors of English Language training by experts. It's besides the point that those who made the cut till this stage will move on to process training.The lingering question is whether they will climb the rungs of the corporate ladder if they found wanting in the English Language.You cannot rubbish them aside and keep the slogging it out in the same position all their life. They need to move up the ladder. From being a Trainee to an Executive. Then to a senior Executive and then to an Assistant Manager and the climb goes on.If Trainers are ill equipped with the tools necessary to tackle a situation as this we are bound to build an ungrateful organization. I believe Trainers must be equipped to not just to pass the candidate to the next level but also see to it that they have developed the attributes required to climb the rungs of the corporate ladder. That is where TPICC can play a crucial role.

Designed to promote personal growth and change, TPICC offers the opportunity to develop all kinds of skills that can be applied to all areas of life. This makes TPICC valuable for helping to solve many types of problems.

TPICC has been successfully applied in a wide variety of settings outside of counselling, including organisational training and consultancy, parenting, education and coaching.

Essentially, TPICC can be used in any field where there is a need for understanding of individuals, communication and relationships. As a result, it is particularly useful where there are issues of conflict, confusion or where something is lacking. Relationship issues - between families, friends and

couples - tend to benefit greatly, as TPICC encourages clients to address problems that have built up over time.

Many of my trainees have found TPICC appealing as it promotes an equal relationship between the trainee and therapist, in which the trainee is encouraged to focus on his or her commitment to change. I am convinced that we all have the capacity to decide what we want for our lives, and TPICC can help us recognise our worth and value, and achieve these goals.

METHODOLOGY

One of the exciting things about the TPICC theory is the simple techniques and language it employs, which will help you understand why you have become who you are today, why you communicate the way you do today and how (and in what ways) you relate to other people. And most importantly, how you can fix these concerns.

The TPICC therapy is based on the theory that each person has three ego-states: parent, adult and child, as propounded by Berne. These are used along with other key transactional analysis concepts, SMCR tools, Mathematical and Persuasive models to analyse how individuals communicate and to identify what interaction is needed for a better outcome.

Throughout therapy, the TPICC therapist will work directly on problem-solving behaviours, whilst helping corporate trainees to develop day-to-day tools for finding constructive and creative solutions. The ultimate goal is to ensure that the trainees regain absolute autonomy over their lives. This autonomy is the recovery of three vital human capacities - spontaneity, awareness and intimacy.

TPICC is a talking therapy and sessions are designed to explore an individual's personality and how this has been shaped by experience - particularly those stemming from childhood. This is achieved through skilful questioning and the utilisation of various models, techniques and tools.

Sessions can be carried out in the form of one-on-one counselling, with families, couples or groups in Multinational Companies. And, while it's commonly recognised as a brief and solution-focused approach, TPICC can also be applied as an effective long-term therapy.

In counselling, TPICC therapy is versatile, for it can be used in a wide range of areas and incorporates key themes from humanistic, integrative, psychoanalytical and psychodynamic therapies.

The atmosphere that supports TPICC is non-judgemental, secure and respectful, ensuring that a positive relationship is forged between the therapist and the trainee in order to provide a model for subsequent relationships and communication that are developed outside of therapy.

In this setting, the therapist works collaboratively with the individual. Together, they will identify what has gone wrong in the trainee's communication and provide opportunities for them to change repetitive patterns that limit their potential.

THEORIES CONSIDERED AND CORRESPONDING DEFINITIONS / EXPLANATIONS

The theories that I chose are :Dr.Eric Berne's Transactional Analysis, David Berlo's SMCR model of communication, Shannon Weaver's Mathematical model and The Persuasiveness theory of communication.

1. Dr.Eric Berne's Transactional Analysis

Transactional analysis, developed by psychiatrist Eric Berne, is a form of modern psychology that examines a person's relationships and interactions. Berne took inspiration from Sigmund Freud's theories of personality, combining them with his own observations of human interaction in order to develop Transactional analysis. In therapy, Transactional analysis can be used to address one's interactions and communications with the purpose of establishing and reinforcing the idea that each individual is valuable and has the capacity for positive change and personal growth.

Dr. Eric Berne developed Transactional analysis in the last 1950s, using "transaction" to describe the fundamental unit of social intercourse, with "transactional analysis" being the study of social interactions between individuals. Inspired by Freud's theory of personality—primarily his belief that the human psyche is multifaceted and that different components interact to produce a variety of

emotions, attitudes and complex behaviors—and Penfield’s groundbreaking experiments involving the stimulation of specific brain regions with electrical currents, Berne developed an approach that he described as both neo- and extra-Freudian.

Discerning the need to build upon the philosophical concepts Freud introduced with observable data, Berne developed his own observable ego states of Parent, Adult, and Child, following Freud’s proposal of the existence of the Id (emotional and irrational component), Ego (rational component), and Superego (moral component) as different and unobservable factions of personality.

Berne also took special note of the complexities of human communication. He highlighted the fact that facial expressions, gestures, body language, and tone may be regarded as more important by the receiver than any spoken words. In his book *Games People Play*, he noted that people may sometimes communicate messages underpinned with ulterior motives.

2. David Berlo’s SMCR model of communication

Watching television news is a real-life example of David Berlo’s SMCR model of communication. It is a classic example of Berlo’s model of communication. The four essential elements of Berlo’s model are the source, message, channel, and Receiver. Firstly, the news presenter is the source of the news who disseminates the information. The news is the message, and television is the channel. Finally, the audiences are the receivers of the message who watch the television. In this context, the audience cannot provide feedback. It is also a one-way communication process where the feedback is not presented. Similarly, reading newspapers is another example of Berlo’s model of communication. Print and broadcast journalism mostly relates to one-way communication.

However, digital journalism, including social media-based citizen journalism and blogging, generates two-way communication, also known as the transactional communication model. The audience can comment to express their opinion..

The Four Elements of Berlo’s Model of Communication are: Source, Message, Channel and Receiver.

Source :The source means the message’s sender who initiates the communication process by sending information to the Receiver. David Berlo describes five factors related to the source: **Communication Skills, Attitude, Knowledge, Social Systems, and Culture.**

Message :The message is the primary substance conveyed by the source or sender of the communication to the Receiver. David Berlo proposed another five factors related to the message: Content, Elements, Treatment, Structure, and Code.

Channel :Channel refers to the medium that carries the message from sender to Receiver. There are many types of channels in communication, such as radio, newspapers, TV, phone call, and social media. Berlo highlighted the five senses as the communication channel, such as hearing, seeing, touching, smelling, and tasting. These five channels are a crucial part of the human communication process.

Receiver :Finally, R-Receiver is the person who receives the message or information in the communication process. David Berlo adds the same factors of the sources to the Receiver, such as Communication skills, Attitudes, Knowledge, Social Systems, and Culture, to the Receiver. Communication gets more effective when senders and receivers have similar skills, attitudes, and knowledge. Communication among people from the same culture and social system reduces communication noise during the interaction.

3. Shannon Weaver’s Mathematical model :

In 1948, Shannon an American mathematician, Electronic engineer and Weaver an American scientist joined together to write an article in the “Bell System Technical Journal” called “A Mathematical Theory of Communication” and also called as “Shannon-Weaver model of communication”.

This model is specially designed to develop effective communication between the sender and the receiver. They found factors which affect the communication process called “Noise”. At first the

model was developed to improve Technical communication. Later it's widely applied in the field of Communication. I saw a parallel with human Communication as well.

The model deals with various concepts like Information source, transmitter, Noise, channel, message, receiver, channel, information destination, encode and decode.

Sender : The originator of message or the information source who selects desire message.

Encoder : The transmitter which converts the message into signals.

Note: The sender's messages are converted into signals like waves or Binary data which are compactable to be transmitted as messages through cables or satellites. For example: In the case of a telephone, voice is converted into wave signals and it is transmitted through cables.

Decoder : The place of reception of the signal which converts signals into messages. A reverse process of encoding.

Note : The receiver converts those binary data or waves into messages which is understandable by the receiver.

Receiver : The destination of the message from the sender.

Note : Based on the decoded message the receiver gives his or her feed back to the sender. If the message is distracted by noise it will affect the flow of communication between the sender and the receiver.

Noise: The messages are transferred from the encoder to the decoder through the channel. During this process the messages may get distracted or affected by physical noise like horn sounds, thunder and crowd noise or encoded signals may get distracted in the channel during the transmission process which could affect the communication flow or the receiver may not receive or perceive the intended message.

Note : The model clearly deals with only those noises which affect the messages or signals from external sources.

4.The Persuasiveness model of communication

Persuasion rests at the heart of communication. Some scholars contend that to communicate is to persuade – that all communication is, in some form, persuasion. Indeed, persuasion is central to some of humankind's most essential functions, comprising the core of Communication, politics, health and so on; and is simultaneously omnipresent in everyday life, like in marketing, and even parenting . "Persuasion, "at once intrigues and repels us."

Defining of Persuasion

More than a millennium ago, Aristotle remarked that he saw rhetoric as a way to discover "the available means of persuasion." However, Aristotle never exactly defined persuasion – which leaves us to ask, "What is persuasion?" In the broadest sense, persuasion is the communicative process through which a message prompts a change in an individual or group's beliefs, attitudes, or behaviours.

Persuasion is a "symbolic process in which communicators try to convince other people to change their own attitudes or behaviours regarding an issue through the transmission of a message in an atmosphere of free choice,": it involves both the transmission of a message and an attempt to influence, it helps people persuade themselves, and it requires free choice.

The History of Persuasion in Communication Studies

Many scholars of persuasion within Communication Studies trace the history of the discipline back to the ancient Greeks. Indeed, the heated debate between Plato and the Sophists regarding the virtue and place of persuasion in society is very much alive today. Plato abhorred what many consider to be the dark, unsavory part of persuasion – the grossly exaggerated statements that blur the ethical line and are often found in marketing and politics. The Sophists, on the other hand, embraced this side of persuasion, arguing its practical foundations and pervasive presence in everyday life.

Coming a generation after Plato and the Sophists, Aristotle argued for a "both/and" approach to persuasion – he saw merit in both schools of thought and, as mentioned above, envisioned rhetoric as a

tool in understanding the power of persuasion. Indeed, Aristotle's delineation of artistic proofs (ethos, logos, and pathos) governed much of the study of persuasion more than 2300 years after him and these proofs are still utilized today. Aristotle's impact on persuasion, and really Communication Studies as a whole, is profound. Our section on Rhetorical Studies provides a more thorough elucidation of rhetoric's rich history and its influence within persuasion and Communication studies.

The Fundamentals of the TPICC model of communication.

It was not until the 1960s that any serious theory of communication emerged. Coincidentally all the theories that I have mentioned above were propounded at around the same time. Let us consider each of the theories and see their relevance to communication.

Transactional Analysis is a friendly offshoot of Psychology. As the adage goes an effective theory is one that can be understood as much by an MIT professor as it can be by a farmer tilling his soil. TA is one such theory. It is pragmatic as much as it is phenomenological.

Legend has it that, Dr. Eric Berne, a Psychologist chanced upon a Lawyer who seemed to have a certain mental disturbance. The Lawyer was Segundo who was married and had children. In the mornings he got his children ready to school. He bid them bye and in the process spoke to them about the importance of manners and discipline.

Later during the day, he fought court cases well. He was a proficient lawyer by the day. When he came home in the evenings he used to go to the nearby grocery and when no one was looking he robbed candies from the counter. Segundo was as much intrigued by his behavior as was Dr. Berne.

Dr. Berne observed that when Segundo spoke to his children in the morning he was a responsible Parent who spoke to his children about the attributes of a responsible person. Thus he acted as a responsible Parent. Later during the day while he fought his court cases with guile he was a mature adult. He was well reasoning in his approach to his work and was successful at it. However, in the evening his behaviour was in stark contrast to how he conducted himself during the day. He behaved like a child and gave vent to child like attributes.

Thus Eric Berne discovered that in one day the man exhibited three totally different natures. If you needed to put this bizarre behavior in a framework, we need to agree that each one of us is endowed with three kinds of phenomenological states which Berne called 'Ego States'. As a former Freudian, Berne split Freud's 'Ego' into three parts which he called, the Parent Ego State, the Adult Ego State and the Child Ego state. What are these states, rather what happens in these states?

When the Lawyer behaved like a Parent he was operating from what Berne called the Parent Ego State. And the other two states he called Adult ego state and Child ego states respectively. Structurally these states were represented as P, A and C respectively.

This realization served as a good starting point for Dr. Berne to propound his theory of 'Transactional analysis'. Personally I've been convinced with TA concepts for many reasons. The greatness of any theory lies in its simplicity. Even in the physical sciences, Physicists for example are trying to express the workings of the universe via a set of simple yet elegant equations. Psychology theorists are no different, at least not Eric Berne. Clearly the finer nuances of the theory have been formulated via observations. If one ponders over the workings of TA, one will be surely marvel at the parallels he or she can draw from his or her own life. As TA probes the working of the mind it paves the way for making corrective measures in many facets of our communication. If the deeper and disturbing concerns in our Personality is sorted out the chances of gaining expertise in Language become prominent.

TA postulates that, essentially there are three people inside us. Therefore in any transaction [A transaction is an exchange of ideas between two people] between two people there are six people interacting. This surely sounds interesting.

Also, Transactional analysis provides a cognitive basis for the therapeutic process that is often missing in many other models of counselling. The insistence of this approach on having clients get out of their victim like positions and realize that they don't have to continue to live by their early decisions is, I believe, crucial to effective therapy. In my opinion TA, especially redecision therapy, provides a

useful conceptual framework for understanding how these early decisions are made, and how they are related to present self-defeating life stances. From a communication Trainer's perspective coupled with the fact that I've worked for more than two decades in this field I feel I'm uniquely placed to comment on the effectiveness of few Psychological theories to help in the process of human communication.

Many people are restricted by their early decisions: they cling to parental messages, live their lives by unexamined injunctions, and frequently are not even aware that they are living in a psychological straitjacket. Conceptually, re-decision therapy offers tools that members can use to free themselves from an archaic life script and achieve a successful and meaningful life.

TA offers a structured, and problem-focused therapy, which is a strength in many settings. Practitioners who work within a managed care framework generally have less time to gather client information, make an assessment, provide an orientation to the therapy process, establish rapport, and intervene in a therapeutic manner. It is essential that a TA counsellor explain the program policies and limits to the client and how the policies are likely to affect the process, type, and length of the therapy.

Transactional analysis allows a range of possibilities for both preventive and remedial work; the approach also provides for both an educational and a therapeutic structure. It is important that the information given in TA therapy sessions be balanced by experiential work aimed at involving the client both cognitively and emotionally. Therapy interventions are more likely to succeed and produce enduring change if they involve the emotional realm rather than being aimed purely at a cognitive level.

Each of the Ego states as suggested by Berne has its own unique attributes. No one state can be said to be superior to the other, though most practitioners of the theory would agree that they would rather that their clients operate from the Adult ego state [at least at work place] as that state is rational and gives space to the other speaker as well.

One can draw a direct line from the Personality Traits of a person to his inherent levels of Communication. In my attempt to do that, I have propounded an Integrated model of communication in which I have included the facets of few more communication models. Another theory of communication is the Berlo's SMCR model of human communication. The letter S stands for the sender of the message, M the message that is intended to be sent, C the Channel via which the information is purported to be sent and R the receiver of the message.

Now, the sender is a crucial part of the communication process. His message has to be ably communicated. As communication is psychological and dialogic, the PAC model can help overcome any inherent deficiencies in the sender of the message, assuming fairly that the sender is a human being. Should the sender suffer from psychological deficiencies he can seek help from a PAC therapist and set right the discrepancies that seem to pose any hindrance to the whole process of communication.

To cut the story short, let us see the kinds of deficiencies that a Human sender can suffer from. Many a time we could be speaking in a commanding tone. We could sound like our Parents. This can be off-putting in Corporate circles. In fact Corporate communication detests this kind of communication. There is no quick fix solution to this. If that is the Sender's dominant state the tone will always be Authoritative and this will not allow him to gel with his peer group. This is in gross violation of corporate etiquette. TA theory will come in handy here.

Similarly a certain sender could more often than not operate from the Child Ego state. In general and more specifically in corporate circles he is not going to be seen in fine light. He may be proficient at his work, however, corporates are constantly looking internally for an employee who shows leadership qualities to elevate him to a position to take up superior responsibilities. Now, a Person who constantly acts from the Child ego state will be seen as anything but one with Leadership qualities. This kind of transaction is going to limit his growth and he could soon see his career in doldrums. Again the PAC model can offer insight into the mind of the sender and offer therapy whose fallout could be a better and a mature communicator.

What about an employee who operates from the Adult ego state? This surely is the candidate that Corporates are looking at. An Adult is the one who is endowed with admirable qualities like Reason, Patience, Versatility, Consensual Leadership and so on. He is a Corporate delight. However he could run into the risk of being seen as monotonous as a Robot. However, we all long to operate from the

Adult state as it is endowed with the enviable quality of Reason and Action. To sum up, should the sender feel inadequate about his attributes he could take the counsel of a TA practitioner and get things sorted out. However, if the sender does not seem to suffer from anything as serious as a psychological disturbance, he could work on the recommendations made by the Theory of Persuasiveness. The premise of this theory is that the only attribute that a Trainer or Coach can do is to infuse into his audience the element of persuasiveness. He will use different techniques to see that his audience perseveres long enough to see a change in his qualities, the art of communication in this case.

Let us get to the receiver. The four components of communication are Speaking, Listening, Reading and Writing. The most important attribute that a Human receiver must possess is Listening. The primary motive of the receiver is to be in sync with the perspective of the Sender. There are a finite number of utterances but an infinite number of perceptions.

Let me illustrate: Let us assume that the sender is a Professor. As one of his lecture proceeds there seems to be some noise from outside that seems to hinder his flow of thoughts. There seems to be a door at the entrance that is wide open, so the logical thing to do is to shut the door. So, he tells the Audience: Can we close the door?

Different students can cognitively hear the message in different ways:

Student 1 : Is the professor asking me to close the door?

Student 2 : Is the professor asking me if we have permission to close the door?

Student 3 : Is he professor checking if there is any technical defect with the door?

This is a simple example to drive home the point.

What about a manager in a corporate setting. He needs to be as close to the perspective of the sender as possible. The stakes could be pretty high if his perspective is largely different from that of the sender. He needs to slip into the Adult Ego State and analyse the situation while operating from that state. Or he could choose methods from the Theory of Persuasiveness that will help him analyse the correctness of the query and act accordingly.

Finally what about the message and the channel? These two components of the Communication process gap the bridge between the Sender and the Listener. The message is the content that the Sender wants to communicate. The message can be in the form of non-verbal cues like gestures and signals or even verbal communication like Language. Whatever the mode of the message, it needs to be packaged in a way that is comprehensible to the receiver. In the case of Electronic communication, many physical attributes like frequency, pitch, loudness, wavelength and so on can be worked on and the clarity of the message can be improved. I am as concerned with verbal cues as with non verbal cues because you can manipulate verbal cues but not your non verbal cues. Well TPICC is not a theory of manipulation, rather it's a theory of self improvement for the betterment of the social milieu that one finds himself in.

In the case of human communication the message that is being conveyed has a social and a psychological dimension to it. Anyone needs to be trained on the message that he needs to deliver. He may be well versed in the domain, however, he needs to know the audience and accordingly prepare a message that grips them. The message itself must enjoy these attributes: word choice, appropriate start, tone, length, anecdotes, examples, statistics and so on. This needs preparation. Effective speakers do not carry the entire script with them, rather they carry with them a paper enunciating the points that they want to discuss. As much as the message can say so many things it must have a central theme and an underlying story. Well, the domain can be Mathematics, Economics, Physics, Politics and so on, however, the content has to capture the imagination of the audience. In other words it must leave a lingering question in the mind of the audience.

What about the medium? The medium in the case of Human communication is Language. Language is replete with signals and symbols. English is replete with symbols. It can be any Language. I've taken English as an example as it's the global Language for Business communication. To communicate effectively he or she needs to get to grips with the finer nuances of the Language. The first thing that comes to our minds is grammar. Language can be mastered in many ways. An infant masters

it by instinct , a student masters it by learning the technicalities while a foreigner learns it by observation.

Whichever way one learns the Language , to make an impression it's imperative that one learns it well. Again the theory of persuasiveness can play a huge role in this direction. To reiterate what I said earlier , I'm convinced that the only role that a mentor can play is one of persuasiveness . I as a mentor can teach you the finer nuances of the subject and persuade you to learn. I should not and must not stop at the teaching level.I need to go one step beyond , get into the psychological realm and induce in my audience , an eagerness and a zest to learn.

Finally can the TPICC model be applied to diverse cultures or is it one dimensional in that aspect? Two of the major assets of the TPICC model as applied to multicultural counselling are the focus on cultural and familial injunctions and the emphasis on early decisions. It is a given that most of our psychological and communication concerns that we face are largely because of our formative stages.

It is important that counsellors respect their clients' cultural injunctions, yet at the same time they can challenge their clients to evaluate the basis for their beliefs. Some injunctions, and the decisions based on them, may remain unchanged if the client determines that change is not necessary. It is up to the therapist to convince the patient that change is possible and is necessary.

TPICC provides a structured approach that teaches clients how their early decisions have a continuing influence on their present behavior. By helping clients to see connections between what they learned in their family and their current attitudes toward others, clients are able to examine many of their basic assumptions. The analysis of the life script can be especially useful in structuring the counselling sessions.

Another strength of TPICC as applied to multicultural counselling lies in the manner in which this approach deals with power. People of colour often experience a lack of power to make a difference in society, especially in a dominant mainstream culture.

TPICC has specific techniques to enhance personal responsibility that often result in empowerment. TPICC's contractual approach , which is a concept borrowed from TA, also provides a means for clients to assume increased personal power, because they decide what they are willing to change and the steps they can take to bring these changes about. Their contract can also act as a safeguard against therapists' imposing their cultural values. Thus, this approach can help clients who have been robbed of their power by society and who have also contributed to their own feelings of powerlessness by their attitudes and behavior .

LIMITATIONS

TA can be criticized on the grounds that its theory and procedures have not been adequately subjected to empirical validation like SMCR and the Mathematical models. Indeed, many of Berne's concepts were stated in such a manner that it would be impossible to design a research study to test them.

This is not to say that no one has attempted to study the outcomes of TA therapy; research studies are described in various issues of the Transactional Analysis Journal. Some TA therapists contend that the use of specific contracts provides built-in accountability. Measures can be taken to determine the extent to which clients have fulfilled their contract and benefited from therapy. In my opinion TA could profit by integrating the commitment to research that is characteristic of behavior therapy.

A final note.

I have made the following observations in my myriad discourses with my students. Those kids who have the unique privilege of having studied in schools where the medium of instruction has been English , their Language has always been impeccable. This medium of instruction has been a positive injunction and has served as a formidable script. Should you have had a negative injunction , like not having the chance to study in an English medium school , then the remedy is persuasiveness.

Many a time students feel that they are found wanting in English Language communication. The element that prevents them from trying hard enough is very often a psychological block that we call life scripts. They have it already ingrained in their minds that to expertise in the Language is way beyond their reach. It is then the Mentor's duty to break such mental blocks. To do that the Trainer needs to be acquainted with a tool like TPICC . My theory aims to equip Trainers and Students alike with the tools that are required to break free from harmful life scripts.

This is where I see the opportunity to inculcate facets of all the techniques that I have mentioned and arrive at a cumulative model. On a purely technical level communication can be explained using Mathematics alongside Physics. The study in these lines provides us with insights into the various measurable aspects of the physical phenomenon of communication. Seen from a psychological and emotional level , the TPICC model can help us decipher many more lingering concerns. The TPICC model aims to do just that . I intend to research further into the intricacies of this admirable attribute called ' Human Communication'.

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